From: PATRICK.KELLY6@forces.gc.ca
Sent: Wednesday, January 27, 2016 9:36 AM

To:

Cc:
Subject: Comd 33 CBG Introduction of Incoming Commanding Officer to the CH of O 1900hrs

## Colleagues,

As the Commander of 33 CBG I am inviting you to join me next Thursday evening when I introduce your incoming Commanding Officer, Maj Chris Jackson, who will assume Command on 30 April 2016. I intend to take this opportunity to explain the rationale as to why the incoming CO has been sourced from outside the Regiment.

Thursday 04 Feb 2016

I will further use this meeting to explain the rationale the Commanding Officer will use, moving forward as to how he will seek advice and counsel to aid him during his tenure of command. What I will not do is address the decisions of my predecessors rather I intend to focus on the positive steps that are needed to advance the program.

Should all the staffing be complete I will also close the engagement by promoting MWO Lever to CWO and I would ask all of you to join me in this important event.

I look forward to your participation.

Patrick Kelly Colonel Commander 33 CBG

Sent from my BlackBerry 10 smartphone on the Rogers network.

	·
From: Sent:	Tuesday, February 09, 2016 3:04 PM
То:	
Subject:	RE: Commander 33 CBG Direction to the CH of O former Commanding Officers
Tksinteresting	
From: Sent: February-09-16 2:48 PN To:	1
Subject: Fw: Commander 33	CBG Direction to the CH of O former Commanding Officers
Info.	
From: <patrick.kelly< th=""><th></th></patrick.kelly<>	
<b>Date:</b> Tue, 9 Feb 2016 12:4 <b>To:</b>	9.32 ±0000

Subject: Commander 33 CBG Direction to the CH of O former Commanding Officers

Refs: DAOD 5045, A-PS-110-001/AG002, Personnel Support Programs Policy Manual

## Gentlemen,

Cc:

I was disappointed not to see you in attendance last Thursday evening at the CH of O as I discussed the problems of the past and what steps need to be taken, collectively, to reorient our focus on the men and women of the CH of O. Busy schedules likely precluded the attendance of some; I have therefore asked those who were in attendance to become the messengers and as a consequence I will not repeat the core of my message here.

I do look forward to efforts to revitalize the Regiment and to offer viable mentorship and support to building strong and deep bench strength in the Officers Mess in order to set the conditions for long lasting success. In this vein I would hope that each of you will offer your support to the incoming Commanding Officer, Maj Christopher Jackson, who will assume command on 30 April. I implore all of you to only look forward to what can and must be accomplished and to dismiss the troubles that lay behind us.

In an effort to reinforce the command authority and presence of the Commanding Officer I was deliberate last evening in directing that all former Commanding Officers are to advise the Commanding Officer in advance of their intent to be in the Drill Hall and to seek his consent. It is the Commanding Officer's AOR and all are to remain mindful that our presence, even in the most benign of senses, has an impact on the Commanding Officers ability to lead and function. Furthermore, no Officer is to be in any Mess other than the Officers Mess without the express permission of

the Commanding Officer in advance of their attendance. This is not a function that the Commanding Officer is to delegate, nor are individual mess members or Presidents of Messes authorized to invite any former Commanding Officer into their respective messes without the authorization of the Commanding Officer. I recognize that I depend upon the courtesy of retired members of the CAF to respect this direction and as gentlemen Officers I trust they will. As serving Officers in the CAF I expect nothing less than your wholehearted support and adherence to the lawful order that I have issued as the Commander of 33 CBG.

In closing I trust you are all prepared to move forward and do what is necessary to revitalize the Cameron brand and to ensure that when we say "ADVANCE" it is in unison with every Cameron towards a singular goal of being the best Infantry Regiment in Canada.

Col/col Patrick Kelly, MSM, CD

Commander, 33<sup>rd</sup> Canadian Brigade Group Canadian Armed Forces Patrick.Kelly6@forces.gc.ca / Tel 613-949-8709

Chef d'état-major, 33e Groupe-brigade du canada Forces armées canadiennes Patrick.Kelly6@forces.gc.ca / Tel 613-949-8709

From: Sent: To:	s.19(1) Friday, February 12, 2016 8:48 AM
Subject:	Re: Dining out CO
Gents,	
I have your responsesand I hea	r we're in common appreciation and understanding of the situationas I expected.
Thanks!	
Best,	
Original Message	
To: To: To: To: To: To: Subject: Dining out CO	
Sent: Feb 11, 2016 15:15	•
Gents,	
Quick question regarding "Dining	Out" the CO.
I haven't been in Camerons so lo CO was ever "Dined Out"	ng as to say I know "tradition" in every way. However, since I've been in the unit, no
We tried to ge a dinner together 2004some 2 months after he him!	for before he left but failed. While CO, I organized one for him on 6 June anded over to me but even on that try, called and so we had a dinner without
Ever since then, I know of no CO not and not	who was "Dined Out"with all the fanfare one would imagine goes with that. Not me,
	wishes to be Dined Out before handing over command on 30 Aprand it sounds like hall serving officers required to attend.

I am hearing some "push back" from the rank and file as in recent memory (ie the past 10 years or more) there has never

been such an event.

What are your thoughts? Did you have a formal Dining Out when you handed over command? Is it right for a CO to ask for one?

Thoughts?

Best,

	·
From: Sent: To: Cc:	Friday, February 12, 2016 11:29 AM
4	
Subject:	Re: Dining out CO
I reviewed my emails from spring	2004, shortly after I was made up as CO.
I note that the dinner planned for will remember that. It was great always special.	was planed byand it cost \$80 a head. In the end, he didn't show.  fun having a dinner with no special guestsexcept foras we know he's
Original Message	
From:	
Date: Fri, 12 Feb 2016 15:39:19	
To: Cc:	
Subject: RE: Dining out CO	
If it is indeed a "parade" then it's	a form of training and payable time
especially if, since there is a reaso	ed, (which is most unlikely) I would not attend- for a number of reasons, and nable chance that there could be speeches that could really sound very much as if they ous Gr 8 teacher to the bad boys arsing around in the back of the class. I don't need to
Original Message From: Sent: February-11-16 3:59 PM To Cc:	
Subject: Re: Dining out CO	
When I handed over to	there was a mess dinner. I did not ask for such a dinner but others wanted to do it.
In my opinion it is just wrong for a	a CO to insist on one, to ask for one or even expect one. But maybe I was just humble.

Next it is wrong, wrong and wronger to make it a parade. Seems to me this could be the subject of a redress of grievance.

is probably worried that if it was voluntary, attendance might be minimal and thus embarrassing.

Interested to hear other points of view

Sent from my iPhone	s.19(1)
> On Feb 11, 2016, at 15:23,	wrote:
> .	
> Gents,	
>	
> Quick question regarding "Dining Out" the CO.	
>	· ·
> I haven't been in Camerons so long as to say I know "tradition CO was ever "Dined Out"	on" in every way. However, since I've been in the unit, no
>	
2004some 2 months after he handed over to me but even o him!	but failed. While CO, I organized one for him on 6 June n that try, called and so we had a dinner without
>	Hall C. C. Line State of National National
> Ever since then, I know of no CO who was "Dined Out"with not and not some since the same si	n all the fanfare one would imagine goes with that. Not me,
<ul> <li>I understand that the current CO wishes to be Dined Out befit's to be a fairly formal event with all serving officers required</li> </ul>	- · · · · · · · · · · · · · · · · · · ·
> I am hearing some "push back" from the rank and file as in renever been such an event.	ecent memory (ie the past 10 years or more) there has
>	121. 2. 2. 1. 1
> What are your thoughts? Did you have a formal Dining Out working for one?	when you handed over command? Is it right for a CO to ask
>	
> Thoughts?	
>	
> Best,	
>	

From: Sent: To:	Wednesday, February 17, 2016 9:54 AM	
Subject:	Re: New email address	
That's my "Last in service	ce number.	
Howeveraccording to gmail, th	there are at least several other out there!	
That means I can blame things o	on other people if I want!	
From: / To:   To:		
Original Message From:		
Sent: Wednesday, February 17,	2016 9:46 AM	
То:		
Subject: New email address		
Gents,		

Changing internet service provid	er soon. As such, I'm	changing to a gmail account. s.19(1)
Other emails	and !	will auto forward to my gmail account for several months
and I'll reply with the gmail acco	unt.	
I ask you all to update your conta	act lists.	
Best,		
Please note new Email Address a	and update your con	tact list. Thanks.
	•	
Please note new Email Address a	and update your con	tact list. Thanks.

From: Sent: To:	PATRICK.KELLY6@forces.gc.ca Monday, April 11, 2016 12:07 PM
Cc: Subject:	RE: Foundation AGM
Good morning,	
	ow, former Commanding Officers are required to seek the consent of the current rents/functions within the CSDH. Excepted from this was the current e HI Col.
	al" as the Commanding Officer is to address each request individually.
•	er works in an environment where e-mail is heavily scrutinized. I would ask that you Regimental correspondence. I have attached it below for your use.
success as you continue to strive	I wish the Foundation and its leadership continued to support the men and women of the CH of O.
Col/col Patrick Kelly, MSM, CD	
Commander, 33 <sup>rd</sup> Canadian Briga Canadian Armed Forces Patrick.Kelly6@forces.gc.ca / Tel	
Chef d'état-major, 33e Groupe-bri Forces armées canadiennes Patrick.Kelly6@forces.gc.ca / Tel	
From: Sent: April-11-16 11:47 AM	
To:	
Cc: ; Treasurer Subject: Foundation AGM	,
Former Commanding Officers	as of 5 May 2016

Reference: Comd 33 Bde e mail of 9 Feb 2016

Gentlemen; as members of the Foundation you will shortly receive your invitation to the Foundation Annual General Meeting that will occur on Thursday 5 May in the CDSH Heritage Room.

IAW the ref the 33 Bde Comd has directed that all former Commanding Officers are to advise the Commanding Officer in advance of their intent to be in the drill hall and to seek his consent.

I understand that this direction was requested by the current CO. I asked if I could have a blanket approval for the event and was advised by the current CO that that was not possible as the current CO had been told by some of you that you wanted to do an individual request for each event.

Please let me know if you will attend and will be seeking permission from the CO Designate who will take command on 28 April. (I have included him in the CC if you do not have his e mail address.)

Cameron Highlanders of Ottawa Foundation

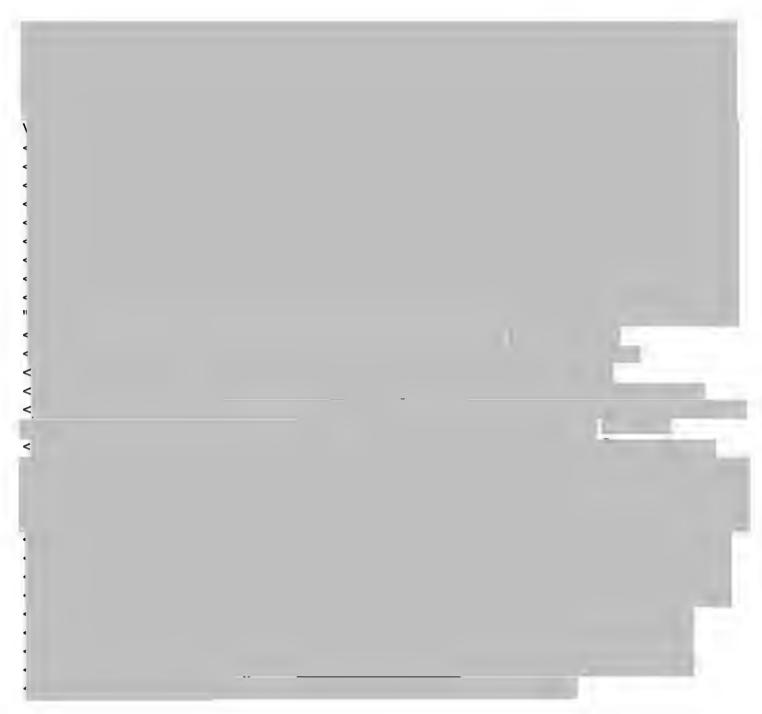
From: Sent: To: Cc: Subject:	Thursday, May 05, 2016 8:41 AM s.19(1)  RE: [Bulk] CH of O Family day on 15 May at Connaught
	member but my son (age 18 & a potential recruit!) is interested in attending with me . the Assoc, if would be appreciated.
From: Sent: Wednesday, May 04, 2016 To:  I Cc: Subject: Fwd: [Bulk] CH of O Fa	amily day on 15 May at Connaught
Foundation Members:	
FYI reference the CH of O Far	mily Day.
Many of us are also Association	on Members so this may be duplication.
For those not Association men OPIs have an idea of numbers	nbers please let me know if you intend to attend so that the Association and Unit

Begin forwarded message:

From:

Subject: [Bulk] CH of O Family day on 15 May at Connaught Date: May 4, 2016 at 14:40:31 EDT

To:



There will be a family day on 15 May at Connaught. Activities to include (tentatively):

- (a) <u>C7 Familiarization shoot:</u> Guests will be provided a brief (10-15 minute) lecture on the C7 rifle, its role, capabilities, and operation. Following the lecture they will be provided a lesson on basic operation of the weapon (load, unload, make safe, and clear the weapon) and then be provided the opportunity to fire the weapon, under close individual supervision.
- (b) <u>C6 Static display</u>: Guests will be provided a brief (10-15 minute) lecture on the C6 medium machine gun, its role, capabilities, and operation. Following the lecture they will be provided an opportunity to handle the weapon (load, unload, clear).

- (c) <u>84mm Static display</u>: Guests will be provided a brief (10-15 minute) lecture on the 84 mm SRAAW(M), its role, capabilities, and operation. Following the lecture they will be provided an opportunity to handle the weapon (load, unload the weapon).
- (d) <u>Piping and drumming demo:</u> Guests will be provided a briefing and then be given an opportunity to try their hands at the Pipes and Drums
- (e) Regimental Kit Display: Display of 1B and P&D Full Dress
- (f) <u>Operational Kit Display</u>: Display of personal operational equipment and a tent group. Members will provide a briefing on the kit and tent group routine;
- (g) LAV Display (pending arrangements with 3 RCR)
- (h) <u>Cam and concealment/stalking demonstration:</u> Briefing on cam and concealment techniques, provide guests an opportunity to cam up, locate members that are concealed in a given area.
- (i) <u>First Aid:</u> Members will provide a static display of standard first aid equipment and a demo of fist aid techniques based utilized in the CF.
- (i) Family BBQ: to be organized through CRPTC, 33 Svc or HMCS Carleton

## **Timings**

- (k) 15 0900h May 15 Guests begin arrivals
- (I) 15 0930h May 15 Stands and Activity set up complete
- (m) 15 1000h May 15 -Guest waivers signed, safety briefed and deployed
- (n) 15 1100h May 15 BBQ starts
- (o) 15 1500h May 15 -Activities cease
- . To enable members to escort their own families, I intend to run the day in 2 cycles. Cycle 1 from 10am until 1300, and cycle 2 from noon to 3 pm. Those members attending the morning cycle will eat at the end of
- their activity window before departing, members arriving for the afternoon cycle will eat at the beginning of their activity window, before (or as) they view the static displays.
- a. This approach is based on the assumption that we will have the enough redundancy / spare members required to run stands while others are escorting their families.
- b. In order for this to work those members with guests coming need to identify themselves and identify their preferred window (morning or afternoon). To facilitate scheduling staff we need member family windows identified by 5 May.
- c. Only persons 16 years of age and over will be permitted to fire the C7.

- d. Waivers for persons under 18 will need to be signed by a parent or guardian.
- e. Attendees from the association will need to identify themselves and their window via the Assn secretary or directly to me.
- f. Members of the association, and military members familiar with CRPTC will be permitted to move on their own. To ensure safety, other civilians must be escorted at all times.

who had been a subbie attached
about it.
can again have a successful event
if you are interested please contact

I had an opportunity to speak to the CO concerning access to the CSDH on Canada Day. He considers this a Regimental Family Event open to the public. As a result he does not require any former CO to contact him concerning access for this specific event; however, the general policy concerning former COs obtaining permission to access the CSDH still stands.

I hope to see you out on Canada Day rain or shine enjoying the comradeship of speaking to regimental family members past and present and the general public, listening to the pipe band entertainment and of course having a from our own the Maester. On the front we sold out last year so get one early before the haggis is all gone.

All being well, I will see you on Canada Day as I take your beer ticket and hand you a cold one as and I have volunteered to work behind the bar this year.

ADVANCE

Cameron Highlanders of Ottawa Foundation

From:

Sent:

Tuesday, September 06, 2016 9:24 AM

To:

Cc:

Treasurer

Subject:

RE: Attendance at the Foundation Whiskey Tasting 5 Oct

Thks for this

Glad to know that the CO says we are welcome to attend, however I am otherwise engaged on that date.

Cheers

s.19(1)

From:

Sent: Saturday, September 03, 2016 11:47 AM

To:

Cc:

Treasurer

Subject: Attendance at the Foundation Whiskey Tasting 5 Oct

Gents;

I spoke to the CO about access and he has agreed that all are welcome and I will simply give him a nominal roll of former COs attending.

As this is a charity event If you can not attend but would like to sponsor a JR or someone else please let me know and I will look into it.

Hope to see you there.



From: Sent: To: Cc:	Wednesday, Se	eptember 14, 2016 4:37	PM .	
Subject:	RE: Request of	the Foundation		
All I support the initiative	e as well.			
Its certainly consisten	t with the strategic goal of			
		s.19(1)		
From: Sent: Tuesday, Septer To:	ember 13, 2016 9:32 PM			
Cc:	- 1	,	1	
<		ļ!	:	-
Subject: Re: Request	t of the Foundation			

The Foundation should be about large things: not that \$900 for Sr NCO hockey is not a big thing to them, but I it is not a big thing to the Regiment. We need to have bigger goals, bigger objectives. We need to learn to fly.

As one of the individuals who pushed for the goal of \$125,000 for uniforms, we have been overtaken by events: the Crown says they will now pay. I wait to see this happen, but one can always dream.

I therefore support this noble endeavour for the 75th. Administratively, we need to ask all previous donors, like myself, if their donations may be transferred to this project from the uniform project I agree, as will I think, all others if the realities are explained correctly.

In one of our last Directors Meeting, and specifically on fund raising, I suggested using CANSEC 2017 as a major fund raising program. CADSI has agreed in principle to having Colour Guards pipe/march in the guest speakers to the Head Table for lunch and perhaps even for breakfast, and the CO has agreed in principle to providing the troops. This could be the major program to make the 75th Project take flight. We could use this two day, major defence event to be the main stay of our fund raising.

So, why not fly??

s.19(1)		
1 10		
dearconsulting.com		
On Sep 13, 2016, at 10:48 AM,	<	> wrote:
Ladies and Gentlemen;		
Enclosed is a suggestion from the CO	for consideration.	
I will be raising this item as new busin 1930 in the Heritage Room.	ness at the next Director	rs Meeting scheduled for 17
Comments welcome as this would be a also be an event that members of the F their own expense along side the service.	Foundation and Associa	tion might want to participa
All are welcome to sit in on the Direct	or Meeting, just let me	know if you intent on partic
ADVANCE		
		·
,		
Begin forwarded message:		
From:		
Subject: Request of the Foundat Date: September 12, 2016 at 19:34	t <b>ion</b> 4:09 GMT-4	

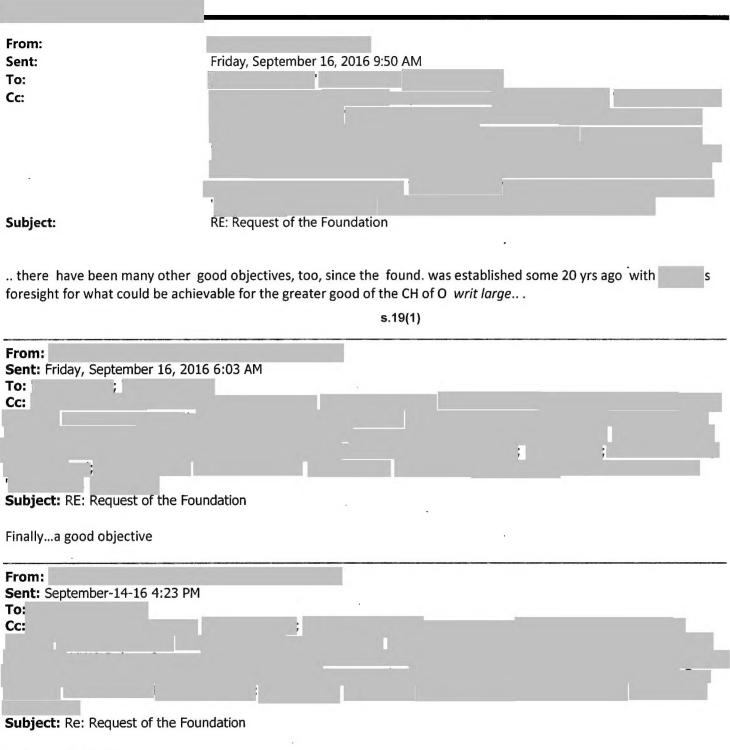
With the new monies coming from the Department for ceremonial uniforms I am wondering if the Foundation would take up the role of fundraising to send a 50 -100 man guard to France in 2019. It would be the 75th anniversary of the Regiment's landing at Juno Beach. I would think that a sum of one-hundred thousand would help get the Regiment to and from France with a hotel and the necessary transport etc. That would mean between 1000-2000 for each soldier going.

I suspect that there will be an "official" delegation going but we can assume it will be the likes of the previous dedications wherein only 2 or 3 members can attend.

I would like this project to be the crown of the next three years to reward the Regiment for creating a new sense of family and purpose.

s.19(1)

Do you think that this is something that you could support?



Ladies and Gentlemen;

Could we please confine your comments to the initiative being proposed by the CO.

I believe the initiative has merit and to go forward it will need the combined effort of all the Foundation members to bring it about.

Thank you

On Sep 14, 2016, at 15:54,

wrote:

I totally agree with your observation. Our next step is to appoint an Honorary Colonel and Honorary Lieutenant Colonel who have honor.

Advance,

On Tuesday, September 13, 2016 10:08 PM, wrote:

I applaud this initiative.

It stands in clear contrast to delegations of ass-kissers and douche-bags traveling to London on the spurious premise that the Regiment required a change to its name when there was no benefit at all to the Regiment or its dedicated members.

I hope that we have turned a page.

From:

Sent: Tuesday, September 13, 2016 9:32 PM

To:

Cc:

Subject: Re: Request of the Foundation

The Foundation should be about large things: not that \$900 for Sr NCO hockey is not a big thing to them, but I it is not a big thing to the Regiment. We need to have bigger goals, bigger objectives. We need to learn to fly.

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speakers to the Head Table for lunch and perhaps even for breakfast, and the CO has agreed in principle to providing the troops. This could be the major program to make the 75th Project take flight. We could use this two day, major defence event to be the main stay of our fund raising.

So, why not fly??

I look forward to the discussion at the next Directors meeting.

s.19(1)

www.dearconsulting.com

On Sep 13, 2016, at 10:48 AM,

wrote:

Ladies and Gentlemen:

Enclosed is a suggestion from the CO for consideration.

I will be raising this item as new business at the next Directors Meeting scheduled for 17 Oct at 1930 in the Heritage Room.

Comments welcome as this would be a major effort that would need significant support. It could also be an event that members of the Foundation and Association might want to participate in at their own expense along side the serving members. Lots to talk about.

All are welcome to sit in on the Director Meeting, just let me know if you intent on participating.

**ADVANCE** 

Begin forwarded message:

From:

Subject: Request of the Foundation

Date: September 12, 2016 at 19:34:09 GMT-4

To:

With the new monies coming from the Department for ceremonial uniforms I am wondering if the Foundation would take up the role of fundraising to send a 50 -100 man guard to France in 2019. It would be the 75th anniversary of the Regiment's landing at Juno Beach. I would think that a sum of one-hundred thousand would help get the Regiment to and from France with a hotel and the necessary transport etc. That would mean between 1000-2000 for each soldier going.

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Do you think that this is something that you could support? s.19(1)